ENGINEERING AND CONSTRUCTION BULLETIN

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Subject: MILCON Project Close-out, The RED ZONE Meeting

Applicability: Guidance

Note: This is an update of ECB 2002-14, which expired on 22 May 2004.

1. The U.S. Army Corps of Engineers is endorsing the Air Force's Air Combat Command (ACC) initiative called *The Red Zone Meeting* as an approach for timely completion and close-out for MILCON projects. The Red Zone meeting gets its name from the football term used to describe the team effort to move the ball the last 20 yards into the end zone. The close-out of a MILCON project sometimes can be equally as hard and most definitely requires the whole team's efforts.

2. The Red Zone meeting is held approximately 60 days before the anticipated Beneficial Occupancy Date (BOD). The whole Project Delivery Team (PDT) meets to discuss the close-out process, to schedule the events and assign responsibilities for actions necessary to produce a timely physical, as well as fiscal, project close-out. Enclosed is a copy of the ACC brochure describing their program. (Enclosure1)

3. The Corps of Engineers will apply the Red Zone meeting process to all MILCON projects. The Red Zone meeting should be included in every Project Management Plan (PMP). Ongoing projects with existing PMPs should incorporate Red Zone meetings if project BOD has not been reached. The Corps' Project Manager will schedule the meeting and ensure all the key players attend. The enclosed sample checklist (in Word) will help to ensure key milestones are discussed. (Enclosure 2) This file can be customized to include unique requirements for individual projects.

4. The Red Zone Video has been loaded on the Corps' FTP site at ftp://ftp.hq.usace.army.mil/video. The file name is ***RedZonecpressd.avi.*** There are a few options to view the video: 1) Double-click on the file name. The file will download and you can view it through Windows Media Player. This download can take up to 5 minutes. 2) Right-click on the file name and select "copy to folder". Then select "desktop" or "create new folder". Choose the directory where you want to save the file to and save the video file. 3) Create a CD of the video by using your CD creation software. Contact your local help desk for instructions.

5. POCs are Mark Grammer, CECW-SAD, 202-761-4108, and Jane Smith, CEMP-II, 202-761-5771.

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2 Encls

SUMMARY

Today's meeting established the financial status, as well as milestones, estimated completion dates and OPRs for all the actions necessary to complete the project in question.

A "fill-in the blank" summary of key elements of this data is provided below for your annotation:

COMPLETION MILESTONES

Inspections
Fire   _____
Safety   _____
Pre-final   _____
Final   _____
BOD   _____
Furniture installation   _____
Comm installation   _____
DD Form 1354 compl   _____
As built delivery   _____
O&M manual delivery   _____
Contract complete   _____
User move-in   _____
Ribbon cutting   _____
Financial completion   _____

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ACC MILCON Execution Goals

President's Budget project RTA: 31 Aug FY-1
President's Budget project award: 31 Dec FY
Congressional insert project RTA: 1 Jul FY
Congressional insert project award: 31 Aug FY

Complete projects within original budget
Complete projects within original schedule
Physical completion within 90 days of BOD
Financial closeout within 180 days of BOD

AIR COMBAT COMMAND
CONSTRUCTION DIVISION

RED ZONE MEETING

BRINGING TOGETHER THE TEAM TO COMPLETE A MILCON PROJECT

BASE: _____

PROJECT: _____

ACC Program Mgr: _____

Date: _____

RED ZONE MEETING

What is the Red Zone Meeting?

We're meeting today to discuss, define and achieve consensus on the construction and financial status of a MILCON project. The ultimate goal is to build a schedule of events necessary to achieve project completion and financial closeout. The meeting is held 60 days before anticipated beneficial occupancy.

Why is it called "The Red Zone"?

The name refers to the term used in football to describe the effort required to get the ball the last 20 yards into the end zone. Once you get inside the 20, things start to tighten up, and it takes coordination and a concerted team effort to achieve the goal of getting 6 points.

How does that relate to this project?

Typically, getting to within 60 days of beneficial occupancy is easy. The tough part comes with the final push to complete the project, get the users moved in, finish the financial end of the business and close it out.

Who should be here today?

ACC/CEC Prog Mgr	CoE Program Mgr
Contractor	User
CE Ops Flt	CE Fire Prot Flt
CE Eng Flt	CoE Resident Eng
Communications	Contracting Officer
A/E of Record	

How will this meeting be run?

The HQ ACC/CEC program manager will chair this meeting, and guide the discussion in two main areas; financial and construction status. Key project elements in these areas will be discussed, and consensus achieved on remaining balances for the project funding accounts. Responsibilities will also be assigned for specific actions relative to project completion required to achieve financial completion. The results will be recorded by the ACC program manager and become a part of the project file.

Financial Status

Knowing the funding status is crucial to building the plan to complete and closeout this project. We determine these amounts from the following calculations:

Contract funding

Contract award amount	$
Executed modifications	+ $
Total contract funding	$
Progress payments	- $
Value, unplaced work	$

Contingency funding

Contingency @ award	$
Contingency replenishment	+ $
Total contingency	$
Executed modifications	- $
Unobligated contingency	$

Any use of remaining contingency funds requires ACC approval after this date.

SIOH funding

SIOH @ award	$
SIOH after award	+ $
Total SIOH	$
Billed to date	- $
Unobligated SIOH	$

Construction Status

In order to determine the specific actions required to finish this project and assign responsibilities for those actions, it is necessary to establish the current completion schedule:

Notice to proceed: _____

Original duration: _____

Original contract completion: _____

Executed time extensions: _____

New contract completion date: _____

Key project completion milestones:

Mech test & balance	Ribbon cutting date
Landscaping compl	As built delivery
Final cleaning	O&M manual delivery
Fire inspection	Punchlist completion
Safety inspection	Physical completion
Pre-final inspection	DD Form 1354 signed
BOD	Final invoice
Furniture delivery	Final payment
Equipment delivery	Release of claims
Comm installation	Final SIOH billing
O&M training	Return of unobl funds
User move-in	Financial completion

The ACC program manager will record the agreed to dates for all of the above as well as the OPR for meeting these dates.

SAMPLE
Red Zone Meeting Checklist
Date:_____

Contract No.	
Description / Location	
Contractor	
Contracting Officer	

Action	Completion Milestone	ö
Inspections		
Fire		
Safety		
Pre-final		
Mechanical Test & Balance		
Commissioning		
Landscaping Complete		
Beneficial Occupancy Date (BOD)		
Furniture Installation		
Comm Installation		
As-Built Contract Drawings		
Provide all O&M manuals, tools, shop drawings, spare parts, etc. provided to customer		
Provide Warranty documents to Customer		
Contract completion		
Final Inspection		
User move-in		
DD Form 1354, Transfer of Real Property completed & signed		
Ribbon cutting		
DD Form 2626 - Construction Contractor Performance Evaluation		
DD Form 2631 – A-E Performance Rated after Construction		
Final Payment Completed		
Release of Claims		
Return of Unobligated Funds		
Move Project from CIP to General Ledger		
Financial completion		